2003/2004: Report 7

OFFICE OF THE

Auditor General of British Columbia

Building Better Reports:

Our Review of the 2002/03 Annual Service Plan Reports of Government

Appendix A:

Organizations Whose Annual Service Plan Reports We Assessed

(The Individual Assessments)

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This is Appendix A to the report *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government*. Information contained in these individual assessments should be used in conjunction with that report. The assessments, ordered alphabetically by Ministry and Crown corporation, set out our assessment of the degree to which the annual service plan reports have incorporated the BC Reporting Principles.

The full report, including this appendix is also available on our website at http://www.bcauditor.com or by contacting the Office directly at 250 387-6803 or toll free through Enquire BC at: 1-800 663-7867.

Appendix A: Organizations Whose Annual Service Plan Reports We Assessed

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Ministry of Advanced Education

We set out below our assessment of the degree to which the annual service plan report of the Ministry of Advanced Education has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

To properly understand the results of our assessments of the 2002/03 annual service plan reports of government, please refer to page 11 of the report under the heading "Putting the Assessment Results in Context."

Our assessment of each of the reports is summarized by reporting principle. The comments we provide are intended simply to highlight some of the positive aspects of reporting and some of the areas where improvement could be made.

	Performance Reporting Principles						
Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place			●				
In Process	●	●					●
Start-up				●	●	●	

Public Purpose Served – The report explained the ministry's purpose, mission, values and core business areas, and described how its programs and services are delivered and by whom. It also described the responsibilities it shares with others for managing the public post-secondary education system.

> *To improve in this area of reporting, the ministry needs to...* include more information about its accountability relationships with its partners and the roles of its partners in contributing to the ministry's goals.

Linking Goals and Results – The report provided good linkage between the service plan and performance measures, and its consistent structure and format enabled the reader to understand the connection between the report and the plan. However, although the ministry has identified performance measures for most of its objectives, they tend to focus simply on outputs.

> *To improve in this area of reporting, the ministry needs to…* enhance performance measures that balance outputs, short-term outcomes and long-term outcomes.

Few, Critical Aspects of Performance – The report outlined the goals, objectives and outputs that are important to the ministry's stakeholders, described all the ministry's core business areas, and linked the ministry's objectives to government-wide direction.

> *To improve in this area of reporting, the ministry needs to…* continue refining its measures for assessing the success of its continuing strategies.

Risk and Capacity – In its description of operating context, the report identified many of the challenges and risks the ministry faced. The report, though, does not indicate the extent to which the anticipated risks materialized, nor does it describe the capacity in either the ministry or the advanced education system and how that capacity has influenced the results obtained.

> *To improve in this area of reporting, the ministry needs to…* indicate the extent to which the anticipated risks materialized, explain how capacity influenced the results obtained, and describe whether the capacity of the ministry and the advanced education system is improving, deteriorating or staying the same.

Linking Resources, Strategies and Results – The report provided high-level financial accountability information in the form of expenditures by core business area. However, variances, while identified, were not fully explained and no linkages were made between financial or other resource information and performance results.

> *To improve in this area of reporting, the ministry needs to…* fully explain expenditure variances and to clearly link financial and other resource information to performance results.

Comparative Information – The report provided limited historical and trend information, largely because the ministry in still in the process of developing baseline information.

> *To improve in this area of reporting, the ministry needs to…* focus on establishing baseline and benchmark information so that it can use it as a basis for comparing current performance.

Disclose Key Reporting Judgements – The report presented the sources of its data, and explained the steps taken to validate the information as well as limitations or uncertainties in the information. It also explained the ministry's reasons for choosing its performance measures and has provided information about many of the factors that have influenced the current year's performance.

> *To improve in this area of reporting, the ministry needs to…* interpret its performance in the context of historical achievements and trends.

Ministry of Agriculture, Food and Fisheries

We set out below our assessment of the degree to which the annual service plan report of the Ministry of Agriculture, Food and Fisheries has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Fully Incorporated							
Fundamentals in Place							
In Process		●					
Start-up	●		●	●	●	●	●

Public Purpose Served – The report described why the ministry exists and what public purpose it serves.

> *To improve in this area of reporting, the ministry needs to…* demonstrate how its values are integrated into day-to-day operations and how these values guide decision-making. It should also provide clear explanations of how programs are delivered and by whom, how programs contribute to the various goals of the ministry, and how partner organizations contribute to ministry achievements.

Linking Goals and Results – The report clearly linked goals and results to the service plan, describing performance targets in relation to goals, objectives and the performance measures outlined in the plan. However, the chain of events linking what the ministry wants to achieve, what it does achieve and how it measures its performance is unclear.

> *To improve in this area of reporting, the ministry needs to…* provide clearer links between its mission, goals, objectives, strategies and performance measures.

Few, Critical Aspects of Performance – The report covered all aspects of the ministry's core business, but did not identify the "few, critical aspects" of its performance that are of importance to stakeholders and key to the ministry achieving its vision. The goals and objectives selected by the ministry were well described in the report, but the performance measures are primarily milestone.

> *To improve in this area of reporting, the ministry needs to…* identify the few, critical aspects of its work and, related to that, develop performance measures that will enable the reader to fully understand the impact of the ministry's activities.

Risk and Capacity – The report identified some risks in the ministry's internal and external operating environment, but did not adequately describe how these risks have influenced its choice of strategies or its performance results. The report also described the ministry's capacity in terms of FTEs and dollars, but did not provide enough detail to let the reader know whether that capacity was sufficient to meet the ministry's current and future objectives.

> *To improve in this area of reporting, the ministry needs to…* describe how the risks the organization faces have affected its choice of strategies and its performance results. As well, the ministry needs to better explain whether it has the capacity to meet the organization's current and future objectives.

Linking Resources, Strategies and Results – The report did link some human and financial resources to each of the ministry's core business areas and identified variances from the budgeted to actual results.

> *To improve in this area of reporting, the ministry needs to…* link its financial data to its goals, objectives, strategies and programs. Ideally, the ministry should explain how its resources influenced the selection of its strategies and the achievement of its goals, and how efficiently its results were accomplished.

Comparative Information – The report included a baseline of comparative information for most of the ministry's performance measures; this helped the reader understand where the ministry's performance had improved or deteriorated.

> *To improve in this area of reporting, the ministry needs to…* include trend information and benchmarks for various industry statistics so that the reader can compare the performance of the ministry over time and against that of organizations with similar roles.

Disclose Key Reporting Judgements – The report presented key results as well as a statement declaring management's public affirmation of its responsibility for these results. However, the report did not disclose why the ministry has chosen to focus on the objectives it has.

> *To improve in this area of reporting, the ministry needs to…* explain why it selected the performance targets it did. It should also give the reader confidence that the information conveyed is reliable and accurate.

Ministry of Attorney General and Minister Responsible for Treaty Negotiations

We set out below our assessment of the degree to which the annual service plan report of the Ministry of Attorney General and Minister Responsible for Treaty Negotiations has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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	Performance Reporting Principles						
Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place		●					
In Process	●		●			●	●
Start-up				●	●		

Public Purpose Served – In explaining the public purpose, the report clearly described the ministry's core business, the public need fulfilled and the values it followed.

> *To improve in this area of reporting, the ministry needs to…* identify key stakeholders and explain the roles that external partners play in the delivery of services.

Linking Goals and Results – The report provided good linkages to the service plan, and performance results were reported in relation to the plan. Full explanations of results were also provided, allowing a reader to assess the ministry's overall performance. As well, the measures focused on a range of outputs and a few short-term outcomes.

> *To improve in this area of reporting, the ministry needs to…* clearly explain how the ministry mission, goals, objectives, strategies and performance measures link to each other.

Few, Critical Aspects of Performance – The report focused on the ministry's core business areas and included meaningful measures of its performance.

> *To improve in this area of reporting, the ministry needs to…* better explain why the measures selected are the best ones for demonstrating ministry progress towards the achievement of its purpose.

Risk and Capacity – In the section on operating context, the report identified many of the challenges and risks the ministry faced.

> *To improve in this area of reporting, the ministry needs to…* indicate the extent to which the anticipated risks materialized, explain how capacity influenced the results obtained, and describe whether the capacity of the ministry is improving, deteriorating or staying the same.

Linking Resources, Strategies and Results – The report described, by core business area, the ministry's estimated and actual results for operating and capital expenditures, FTEs and financing transactions. Variances were also identified and explained.

> *To improve in this area of reporting, the ministry needs to…* link its use of resources to the related strategies and results achieved.

Comparative Information – The report included some trend information on the ministry's performance measures.

> *To improve in this area of reporting, the ministry needs to…* explain the impact of the trend information on current and expected future performance, and expand on its discussion of benchmark information.

Disclose Key Reporting Judgements – The report discussed why the performance measures were selected, what the results meant and the expected change in future measures.

> *To improve in this area of reporting, the ministry needs to…* expand its discussion of data reliability and how performance targets were set.

Ministry of Children and Family Development

We set out below our assessment of the degree to which the annual service plan report of the Ministry of Children and Family Development has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Fully Incorporated							
Fundamentals in Place							
In Process		●	●			●	●
Start-up	●			●	●		

Public Purpose Served – The report described the ministry's core business, its clients and the programs it delivered so that the reader can understand the public role the ministry serves.

> *To improve in this area of reporting, the ministry needs to...* identify key stakeholders and clearly explain the role that external partners play in the delivery of services. It should also indicate how ministry values are integrated into day-to-day operations.

Linking Goals and Results – The report made good linkages to the service plan, including measuring and reporting the ministry's planned performance results. Good explanations of results were provided, allowing readers to assess the overall performance of the ministry.

> *To improve in this area of reporting, the ministry needs to...* clearly explain how its mission, goals, objectives, strategies and performance measures link to each other.

Few, Critical Aspects of Performance – The report focused on the ministry's core business areas and began to focus on the goals and objectives critical to the ministry achieving its purpose. There was a high turn-over in measures as the ministry worked towards developing more meaningful performance measures.

> *To improve in this area of reporting, the ministry needs to...* better explain why the measures it selected best demonstrate its progress towards the achievement of its purpose.

Risk and Capacity – In the section on operating context, the report identified many of the challenges and risks the ministry faced.

> *To improve in this area of reporting, the ministry needs to...* indicate the extent to which the anticipated risks materialized, explain how capacity influenced the results obtained, and describe whether the capacity of the ministry and its operating environment is improving, deteriorating or staying the same.

Linking Resources, Strategies and Results – The report provided the ministry's estimated and actual results by core business area for operating and capital expenditures and financing transactions.

> *To improve in this area of reporting, the ministry needs to...* link its use of resources to the goals, objectives and strategies it is trying to achieve. Also, variances in planned financial performance should be adequately explained.

Comparative Information – The report provided historical information to show trends in the results achieved through the ministry's performance measures.

> *To improve in this area of reporting, the ministry needs to...* clearly explain the impact of the trend information on current and expected future results. Also, the ministry should benchmark its performance against similar organizations.

Disclose Key Reporting Judgements – The report discussed how the ministry measured its performance and provided an interpretation of what the results meant.

> *To improve in this area of reporting, the ministry needs to...* clearly explain why it focused on the goals and objectives it did, and why it selected the measures it did. The ministry should also explain how the performance information was complied and the limitations of the information reported.

Ministry of Community, Aboriginal and Women's Services

We set out below our assessment of the degree to which the annual service plan report of the Ministry of Community, Aboriginal and Women's Services has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Fully Incorporated							
Fundamentals in Place							
In Process		●					
Start-up	●		●	●	●	●	●

Public Purpose Served – The report described the ministry's core business, its clients and the programs it delivered.

> *To improve in this area of reporting, the ministry needs to…* identify key stakeholders and explain the roles that external partners play in the delivery of services. The report also needs to indicate how ministry values are integrated into day-to-day operations.

Linking Goals and Results – The report provided good linkages to the service plan, and performance results were reported in relation to the plan. However, the measures the ministry has selected for each of its objectives were focused largely on milestones rather than on outputs and outcomes.

> *To improve in this area of reporting, the ministry needs to…* develop its performance measures so that they focus on a range of outputs and short-term outcomes and link with ministry goals and objectives.

Few, Critical Aspects of Performance – The report focused on the ministry's core business areas and explained how its performance was linked to government-wide direction. The diversity of the ministry's core business areas made it difficult to determine the areas of performance critical to the achievement of the ministry goals.

> *To improve in this area of reporting, the ministry needs to…* clearly explain why the goals and objectives reported are important to stakeholders and to the achievement of the ministry purpose.

Risk and Capacity – In the section on operating context, the report identified many of the challenges and risks the ministry faced.

> *To improve in this area of reporting, the ministry needs to…* indicate the extent to which the anticipated risks materialized, explain how capacity influenced the results obtained, and describe whether the capacity of the ministry and the operating environment is improving, deteriorating or staying the same.

Linking Resources, Strategies and Results – The report presented the ministry's estimated and actual results by core business area for operating and capital expenditures, revenues and FTEs.

> *To improve in this area of reporting, the ministry needs to…* link its use of resources to the goals, objectives and strategies it is trying to achieve. It also needs to adequately explain variances in planned performance.

Comparative Information – Because the ministry was in its first full year of operations, the report was able to provide only limited historical information with which current-year performance could be compared.

> *To improve in this area of reporting, the ministry needs to…* provide more trend information and benchmark data so that measures are presented in a context that enables a reader to understand how well the ministry is performing.

Disclose Key Reporting Judgements – The report only partially explained how the ministry selected its performance measures. It does not explain why the ministry focused on the goals and objectives it did, or why it selected the performance measures it did.

> *To improve in this area of reporting, the ministry needs to…* fully explain its choice of goals, objectives and performance measures. It also needs to explain how the performance information was compiled, what the results mean and the limitations of the information reported.

Ministry of Competition, Science and Enterprise

We set out below our assessment of the degree to which the annual service plan report of the Ministry of Competition, Science and Enterprise has incorporated the *BC Reporting Principles*. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Fully Incorporated							
Fundamentals in Place							
In Process		●					
Start-up	●		●	●	●	●	●

Public Purpose Served – The report described why the ministry exists and what public purpose it serves.

> *To improve in this area of reporting, the ministry needs to…* demonstrate how its values are integrated into day-to-day operations and how these values guide decision-making. The ministry should also provide clear explanations of how programs are delivered and by whom, how its programs contribute to the various goals of the ministry, and how partner organizations contribute to ministry achievements.

Linking Goals and Results – The report clearly linked goals and results to the service plan, describing performance targets in relation to goals, objectives and the performance measures outlined in the plan. However, the linkage between what the ministry wants to achieve, what it does achieve and how it measures its performance is unclear.

> *To improve in this area of reporting, the ministry needs to…* provide clearer links between its mission, goals, objectives, strategies and performance measures.

Few, Critical Aspects of Performance – The report covered all aspects of the ministry's core business, but did not identify the "few, critical aspects" that are important to stakeholders and key to the ministry achieving its vision. The goals and objectives selected by the ministry were well described in the report, but the performance measures are primarily milestone or simple outputs.

> *To improve in this area of reporting, the ministry needs to…* identify the few, critical aspects of its work and, related to that, develop performance measures that will enable the reader to fully understand the impact of the ministry's activities.

Risk and Capacity – The report identified some risks in the ministry's internal and external operating environment, but did not adequately describe how these risks have influenced its choice of strategies or its performance results. The report also described the ministry's capacity in terms of FTEs and dollars, but did not provide enough detail to let the reader know whether that capacity was sufficient to meet the ministry's current and future objectives.

> *To improve in this area of reporting, the ministry needs to…* describe how the risks the organization faces have affected its choice of strategies and its performance results. As well, the ministry needs to better explain whether its capacity is sufficient to meet the organization's current and future objectives.

Linking Resources, Strategies and Results – The report linked some human and financial resources to each of the ministry's core business areas and identified variances from the budgeted to actual results.

> *To improve in this area of reporting, the ministry needs to…* link the financial figures it reports to its goals, objectives, strategies and programs. Ideally, the ministry should explain how its resources influenced the selection of its strategies and the achievement of its goals, and how efficiently its results were accomplished.

Comparative Information – The report did not provide any comparative information because the ministry is a relatively new entity. While the report included a summary of achievements, it provided no information for assessing the ministry's performance in comparison to recent history or similar organizations.

> *To improve in this area of reporting, the ministry needs to…* provide comparative information, including benchmarks, so that the reader can understand how well the ministry is performing.

Disclose Key Reporting Judgements – The report presented key results along with a statement declaring management's public affirmation of its responsibility for the results. However, the report did not disclose why the ministry has chosen to focus on the objectives it has.

> *To improve in this area of reporting, the ministry needs to…* include explanations of why it selected the performance information it did, and why the reader should have confidence that the information conveyed is reliable and accurate.

Ministry of Education

We set out below our assessment of the degree to which the annual service plan report of the Ministry of Education has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Fully Incorporated							
Fundamentals in Place							
In Process	●	●	●			●	●
Start-up				●	●		

Public Purpose Served – The report identified the ministry's purpose, mission and core business areas, and explained how its services are delivered.

> *To improve in this area of reporting, the ministry needs to…* fully explain its role in contributing to an effective governance regime in the K–12 sector.

Linking Goals and Results – The report made good linkage to the service plan and discussed results in relation to the ministry's stated goals and objectives. Although the ministry has measures for most of its objectives, the report expressed these objectives generally in terms of improving outputs rather than defining outcomes.

> *To improve in this area of reporting, the ministry needs to…* set targets for system performance or degrees of expected improvements and then report on them.

Few, Critical Aspects of Performance – The report showed that the ministry's performance measures are becoming more focused and meaningful, covering all of the organization's core business areas. The report also explained the ministry's performance in relation to government direction.

> *To improve in this area of reporting, the ministry needs to…* finish identifying the most appropriate measures to use for assessing its performance, and provide more even coverage of all its core business areas.

Risk and Capacity – The report identified some of the risks the ministry faces in improving student achievement.

> *To improve in this area of reporting, the ministry needs to…* indicate the extent to which the risks to improving student achievement have affected both the organization's strategies and student performance. Also needed is a discussion of the capacity in the education system.

Linking Resources, Strategies and Results – The report provided high-level financial accountability information and identified variances between budgeted and actual expenditures.

> *To improve in this area of reporting, the ministry needs to…* adequately explain the variances between budgeted and actual expenditures, and show how its financial information is linked to other performance information.

Comparative Information – The report provided a substantial baseline of information and identified some benchmark data using student results in other provinces. However, because a number of the ministry's measures are relatively new, it was difficult for the reader to assess how well the organization is performing compared with prior periods.

> *To improve in this area of reporting, the ministry needs to…* provide more historical information on performance measures.

Disclose Key Reporting Judgements – The report included the sources of the data provided, but did not fully discuss the reliability of, and limitations in, the information.

> *To improve in this area of reporting, the ministry needs to…* fully interpret the information that it provides in the report.

Ministry of Energy and Mines

We set out below our assessment of the degree to which the annual service plan report of the Ministry of Energy and Mines has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Fully Incorporated							
Fundamentals in Place							
In Process	●	●	●				
Start-up				●	●	●	●

Public Purpose Served – The report described why the ministry exists and what public need it fulfills.

> *To improve in this area of reporting, the ministry needs to…* show how its partner organizations contribute to achieving the ministry's goals; provide a thorough explanation of how programs are delivered; and clearly identify the clients, key stakeholders and, when relevant, the markets the ministry serves.

Linking Goals and Results – The report clearly linked goals and results from the ministry's service plan. The service plan established targets for most performance measures and these targets were, for the most part, reported on. The framework linking mission, goals, objectives, strategies and performance measures also enabled the reader to understand what the ministry wants to achieve, what it does for this purpose, and how it measures performance.

> *To improve in this area of reporting, the ministry needs to…* provide better disclosure about why the targets have or have not been met.

Few, Critical Aspects of Performance – The report identified some of the few critical aspects of the ministry's performance by focusing on the goals and objectives that are critical to the organization in achieving its mission. The report also explained how the ministry's objectives are linked to government-wide priorities.

> *To improve in this area of reporting, the ministry needs to…* explain its objectives in a way that a reader outside the energy and mining industry can easily comprehend their importance.

Risk and Capacity – The report identified risks and opportunities as they apply to the industry on a global basis.

> *To improve in this area of reporting, the ministry needs to…* discuss the impacts of the identified risks, including any constraints they impose on the ministry's strategies and results and their expected impact on future performance.

Linking Resources, Strategies and Results – The report provides some linkages between resources, strategies and results by presenting financial and FTE information linked to the ministry's core business areas.

> *To improve in this area of reporting, the ministry needs to…* explain how the resources it uses link to the organization's goals, objectives, strategies and business areas. Ideally, the ministry should explain how resource availability influenced the strategies it selected, the goals it accomplished and the efficiency with which it achieved results.

Comparative Information – The report provided little comparative information.

> *To improve in this area of reporting, the ministry needs to…* discuss its performance using comparative information, such as historical trends and benchmark data from ministries or other organizations of a similar nature. Comparing performance in this way would allow the reader to fully understand the significance of the ministry's achievements.

Disclose Key, Reporting Judgements – The report presented key results along with a statement declaring management's affirmation of its responsibility for these results. However, the report did not disclose why the ministry has chosen to focus on the objectives it has.

> *To improve in this area of reporting, the ministry needs to…* explain why it selected the performance targets it did, and why the reader should have confidence that the information conveyed is reliable and accurate.

Ministry of Finance

We set out below our assessment of the degree to which the annual service plan report of the Ministry of Finance has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

To properly understand the results of our assessments of the 2002/03 annual service plan reports of government, please refer to page 11 of the report under the heading "Putting the Assessment Results in Context."

Our assessment of each of the reports is summarized by reporting principle. The comments we provide are intended simply to highlight some of the positive aspects of reporting and some of the areas where improvement could be made.

	Performance Reporting Principles						
Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process		●	●	●		●	
Start-up	●				●		●

Public Purpose Served – The report identified four core business areas and included a description of many high level achievements for each area. This helped the reader understand the types of programs and services the ministry delivers.

> *To improve in this area of reporting, the ministry needs to...* expand the discussion of programs and services in its core business areas with a focus on how its programs and services are delivered and by whom.

Linking Goals and Results – The report made some linkages between the ministry's goals, objectives and most of the performance measures reported in its service plan. Presenting a rationale for selection, update and status for each of the performance measures was a unique feature of this report .

> *To improve in this area of reporting, the ministry needs to…* provide clearer linkages between its mission, goals, objectives, targets, strategies and performance measures.

Few, Critical Aspects of Performance – The report describes the performance measures that the ministry has adopted for all core business areas.

> *To improve in this area of reporting, the ministry needs to…* explain how its performance links to government's strategic priorities.

Risk and Capacity – The report discussed the ministry's external and internal risks, describing the impact of those risks on its operations and how its strategies were adjusted to mitigate its risks.

> *To improve in this area of reporting, the ministry needs to…* discuss the ministry's capacity to deliver services and whether its key areas of capacity are improving, deteriorating or remaining static.

Linking Resources, Strategies and Results – The report included a "Report on Resources" summary linking the annual budget and actual expenditures to its core business areas. As well, the report provided a table linking programs to core business areas.

> *To improve in this area of reporting, the ministry needs to…* provide more detailed information that links funding to specific programs so that the reader can better understand the connection between the resources used in delivering ministry programs and the results it has achieved.

Comparative Information – The report provided baseline and comparative data for most of the ministry's performance measures, allowing the reader to see prior year comparisons and determine whether its performance is improving.

> *To improve in this area of reporting, the ministry needs to…* expand its use of benchmark data by comparing results to industry standards or other similar government organizations.

Disclose Key Reporting Judgements – The report's presentation of rationale, updates and status for each of the ministry's performance measures was very informative in describing how the ministry chose its performance measures.

> *To improve in this area of reporting, the ministry needs to…* explain how targets were selected, the sources of the data it uses and the degree of confidence it has in the reliability of the reported results.

Ministry of Forests

We set out below our assessment of the degree to which the annual service plan report of the Ministry of Forests has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Fully Incorporated							
Fundamentals in Place							
In Process	●	●	●			●	●
Start-up				●	●		

Public Purpose Served – The report established the public purpose served by clearly explaining why the ministry exists and what public need it fulfils. The Forest Investment Account best illustrates this — there are clear explanations of how programs are delivered and by whom.

> *To improve in this area of reporting, the ministry needs to...* extend the Forest Investment Account style of explanation to the whole report. This would provide the reader with a clearer understanding of how programs are delivered and how its partners contribute to the achievement of the ministry's goals.

Linking Goals and Results – The report clearly linked goals and results from the ministry's service plan to its annual report. The service plan established performance targets and the ministry, for the most part, reported on these targets. Variances from targets to actual results were also clearly identified. The strategic framework for reporting is well established.

> *To improve in this area of reporting, the ministry needs to…* provide better disclosure why its targets have or have not been met.

Few, Critical Aspects of Performance – The report focused on the goals, objectives and outputs of key aspects of the ministry's core business that appear important in the achievement of the ministry's mission, vision or goals.

> *To improve in this area of reporting, the ministry needs to…* better explain why the goals, objectives and outputs it has reported on represent the key aspects of its business. It also needs to show how this information is linked to government priorities.

Risk and Capacity – The report identified internal and external risks that affect the ministry's operating environment, but did not adequately describe how these risks have influenced the ministry's choice of strategies or how they have affected the ministry's performance. The report also described the ministry's capacity in terms of FTEs and dollars, but did not provide enough detail to let the reader know whether that capacity was sufficient to meet the ministry's current and future objectives.

> *To improve in this area of reporting, the ministry needs to…* describe how the risks the organization faces have affected its choice of strategies and its performance results. As well, the ministry needs to better explain whether it has the capacity to meet the organization's current and future objectives.

Linking Resources, Strategies and Results – The report provided some linking of human and financial resources to each of the ministry's core business areas.

> *To improve in this area of reporting, the ministry needs to…* explain how its resources link to its goals, objectives, strategies and business areas. Ideally, the ministry should explain how its resources influenced the selection of its strategies and the achievement of goals, and how efficiently results were accomplished.

Comparative Information – The report compared current performance to the previous year's performance, enabling the reader to understand whether the ministry's performance had improved or deteriorated.

> *To improve in this area of reporting, the ministry needs to…* include trends and benchmarks to allow the reader to compare the ministry's performance with that of similar organizations.

Disclose Key Reporting Judgements – The report provided clear and concise explanations of why the ministry chose to focus on the goals and objectives it did.

> *To improve in this area of reporting, the ministry needs to…* explain how its performance targets were selected and, why the reader should have confidence in the reliability of the information.

Ministry of Health Planning

We set out below our assessment of the degree to which the annual service plan report of the Ministry of Health Planning has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Fully Incorporated							
Fundamentals in Place							
In Process	●	●					
Start-up			●	●	●	●	●

Public Purpose Served – The report described the ministry's core business areas, programs and processes, and identified those services which are directly delivered and those services which are shared.

> *To improve in this area of reporting, the ministry needs to…* explain how its services are delivered and describe the accountability relationship it has with its partners.

Linking Goals and Results – The report fully described the ministry's performance in relation to its service plan.

> *To improve in this area of reporting, the ministry needs to…* provide full explanations where expected targets are not met, including describing the steps it has taken to enhance future performance.

Few, Critical Aspects of Performance – The report described all lines of business within the ministry and included performance measures for many aspects of these business areas. For the business areas that were not measured, it is unclear whether the ministry considers them critical to the attainment of the organization's goals.

> *To improve in this area of reporting, the ministry needs to…* develop more meaningful performance measures. The majority of measures it has now are milestones (completion of specific tasks), making it difficult for the reader to determine what outcomes the ministry intends to achieve.

Risk and Capacity – The report identified key external risks. Capacity was discussed briefly, but it was difficult to determine whether capacity was improving, deteriorating or remaining static.

> *To improve in this area of reporting, the ministry needs to…* indicate the extent to which the anticipated risks materialized, explain how capacity influenced the results obtained, and describe whether the capacity of the ministry and the operating environment is improving, deteriorating or staying the same.

Linking Resources, Strategies and Results – The report presented limited financial information — that is, only planned and current-year expenditures by core business area.

> *To improve in this area of reporting, the ministry needs to…* fully explain the linkages between its resources and its goals, objectives, strategies and the results achieved.

Comparative Information – The report was unable to provide any comparative information because most of the ministry's measures were milestones. And although the key achievements for the year were described, they were not clearly linked to the ministry's goals and objectives, making it difficult for a reader to determine whether ministry performance was improving, deteriorating or remaining static.

> *To improve in this area of reporting, the ministry needs to…* develop effective measures that will allow readers to gauge its performance year to year and compare it to the performance of similar organizations.

Disclose Key Reporting Judgements – The report briefly explained why the ministry had focused on the goals and objectives chosen, and in most cases it showed how the strategies and measures were linked.

> *To improve in this area of reporting, the ministry needs to…* explain why the performance measures it has chosen are important, and (where data is available) to state where the information came from and identify its limitations.

Ministry of Health Services

We set out below our assessment of the degree to which the annual service plan report of the Ministry of Health Services has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Fully Incorporated							
Fundamentals in Place							
In Process	●	●	●			●	●
Start-up				●	●		

Public Purpose Served – The report described the ministry's core business areas, programs and processes, and identified those services which are directly delivered and those which are shared.

> *To improve in this area of reporting, the ministry needs to…* expand the discussion on the accountability relationship with its partners, especially the Health Authorities, who receive the majority of the ministry's funding.

Linking Goals and Results – The report fully reported the ministry's performance in relation to the service plan. Results for a few of the performance measures were not reported because data was not available. When targets were not met, the report provided some explanations on how the ministry intended to meet its targets in the future.

> *To improve in this area of reporting, the ministry needs to…* better explain how its performance measures are linked to the strategies.

Few, Critical Aspects of Performance – The report provided a focus on some of the goals and objectives that are critical to the ministry's stakeholders. However, no performance measures were reported for the lines of business directly administered by the ministry (e.g., the Medical Service Plan). It was therefore unclear whether the ministry considered these business lines to be non-critical.

> *To improve in this area of reporting, the ministry needs to…* more fully explain why the measures it selected best demonstrate its progress toward the achievement of its goals.

Risk and Capacity – The report identified key external risks. Capacity was discussed briefly, but it was difficult to determine whether capacity was improving, deteriorating or remaining static.

> *To improve in this area of reporting, the ministry needs to…* indicate the extent to which the anticipated risks materialized, explain how capacity influenced the results obtained, and describe whether the capacity of the ministry and the operating environment is improving, deteriorating or staying the same.

Linking Resources, Strategies and Results – The report provided current-year planned and actual expenditures and explained variances. Current-year expenditures were presented by core business.

> *To improve in this area of reporting, the ministry needs to…* fully explain the linkages between its resources and its goals, objectives, strategies and the results achieved.

Comparative Information – The report provided multi-year trend information as well as targets for most performance measures.

> *To improve in this area of reporting, the ministry needs to…* expand its use of national benchmark data to enhance the reader's understanding of the measures presented.

Disclose Key Reporting Judgements – The report presented historical information when current information was unavailable, and provided sources for the data. However, there was no discussion about the data's reliability or limitations, or about what steps the ministry took to validate the data.

> *To improve in this area of reporting, the ministry needs to…* make clear the degree to which the reader should put confidence in the reliability of the information reported.

Ministry of Human Resources

We set out below our assessment of the degree to which the annual service plan report of the Ministry of Human Resources has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Fully Incorporated							
Fundamentals in Place							
In Process	●	●	●				●
Start-up				●	●	●	

Public Purpose Served – The report described the ministry's core business and how its programs are delivered. This clearly demonstrated the public need fulfilled by the ministry.

> *To improve in this area of reporting, the ministry needs to...* better explain how the ministry's values are integrated into day-to-day operations.

Linking Goals and Results – The report provided good linkages to the service plan. Two sets of measures were presented: the performance measures set in the 2002/03 service plan, and a series of measures added or refined during the year. This approach provided good transparency in reporting.

> *To improve in this area of reporting, the ministry needs to...* continue to work toward performance measures that best contribute to an understanding of its performance, and needs to set measurable targets so that goals and results can be clearly linked.

Few, Critical Aspects of Performance – The report focused on the ministry's core business areas and included more meaningful measures to illustrate performance. One result of this shift will be a high turnover in measures for next year.

> *To improve in this area of reporting, the ministry needs to…* to work toward stable performance measures so that the reader will fully understand the impact of the ministry's activities.

Risk and Capacity - The report discussed the ministry's internal and external operating environments, but not in the context of the risks and capacity. Consequently, it was unclear how the ministry strategies or performance results might be affected.

> *To improve in this area of reporting, the ministry needs to…* discuss the key risks and capacity factors that might affect its current and future performance.

Linking Resources, Strategies and Results – The report explains some linkages between resources, strategies and results by providing current year estimated and actual expenditures for the ministry's four core business areas. Also reported by core business area was FTE information.

> *To improve in this area of reporting, the ministry needs to…* link its use of resources to the goals, objectives and strategies it is trying to achieve.

Comparative Information – The report provided a baseline of information on the ministry's performance measures. However, the high turnover of measures for next year reduces the relevance of this information.

> *To improve in this area of reporting, the ministry needs to…* continue developing trend information for its key performance results and benchmark to other similar organizations.

Disclose Key Reporting Judgements – The report discussed why the ministry selected the performance measures reported, what the results mean, the limitations of the measures and the expected changes in future measures.

> *To improve in this area of reporting, the ministry needs to…* minimize changes in the measures reported. Changes in reporting should be the result of strategic changes in the ministry, rather than how best to measure performance. Also the basis for selecting performance targets should be clearly explained.

Ministry of Management Services

We set out below our assessment of the degree to which the annual service plan report of the Ministry of Management Services has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process		●					
Start-up	●		●	●	●	●	●

Public Purpose Served – The report described the ministry's role as a single service provider for a broad range of programs and services within the public sector.

To improve in this area of reporting, the ministry needs to…

1. discuss more fully the services it provides in each of its core business areas, including those that are delivered in partnership with other entities, to enable the reader to fully understand how the ministry's programs and services are delivered and by whom;
2. provide a more complete description of the shared services model, the ministry's clients and customers, the markets it serves, and how it delivers services to those markets; and
3. explain how its mandate extends to the broader public sector, which would give the reader a better understanding of the ministry's relationship with Crown corporations, schools and universities, regional health authorities and federal agencies.

Linking Goals and Results – The report provided some linkages between the ministry's goals, objectives, strategies and most of its performance measures (as reported in the service plan). However, many of the measures were still being developed when its report was written, and all have since been discontinued.

> *To improve in this area of reporting, the ministry needs to...* provide clearer linkages between its mission, goals, objectives, strategies, targets and performance measures. It also needs to discuss significant changes to future activities and explain why performance measures have been dropped.

Few, Critical Aspects of Performance – At the time this report was released, the ministry was still developing performance measures to cover all of its core business areas. It has since changed all of its measures for the 2003/04 reporting year and, in some cases, beyond.

> *To improve in this area of reporting, the ministry needs to...* determine a range of performance measures that fully depict performance and that will be consistent over time unless their associated strategies change.

Risk and Capacity – The report identified basic risks and provided some information on FTE coverage, the size of the ministry infrastructure, and the ministry's total operating costs.

> *To improve in this area of reporting, the ministry needs to...* discuss risk and capacity in a way that the reader can understand both the ministry's capacity to deliver services and the impact of risk on its operations.

Linking Resources, Strategies and Results – The report included a "Report on Resources" summary linking the annual budget and actual expenditures to its core business areas.

> *To improve in this area of reporting, the ministry needs to...* explain the linkage between financial information and performance information to enable the reader to understand the relationship between resources used and results achieved.

Comparative Information – The report presented limited comparative and baseline information in the 2002/03 fiscal year.

> *To improve in this area of reporting, the ministry needs to...* provide more context, such as trend information and benchmark data so that the reader understands how well the ministry is performing.

Disclose Key Reporting Judgements – The report partially explained how the ministry derived some of its performance measures.

> *To improve in this area of reporting, the ministry needs to...* explain both its sources of data and the degree to which the reader can have confidence in the reliability of the results presented.

Ministry of Provincial Revenue

We set out below our assessment of the degree to which the annual service plan report of the Ministry of Provincial Revenue has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process	●	●	●				
Start-up				●	●	●	●

Public Purpose Served – The report provided a good overview of the ministry's core business areas and programs. It also incorporated the ministry's values into the discussion of the organization's operating context so that the reader can understand how the ministry's conduct of business is influenced by these principles.

> *To improve in this area of reporting, the ministry needs to…* more clearly explain the role of its service delivery partners and discuss how its programs are delivered.

Linking Goals and Results – The report made some good linkages between the ministry's goals and objectives and most of the performance measures presented in its service plan. As well, the report included a good mix of performance measures for each of the ministry's goals.

> *To improve in this area of reporting, the ministry needs to…* provide clear linkages between the ministry's mission, goals, objectives, targets, strategies and performance measures.

Few, Critical Aspects of Performance – The report presents performance measures for all of the ministry's core business areas.

> *To improve in this area of reporting, the ministry needs to...* explain how its critical aspects of performance link to government's strategic priorities, and explain the importance of those priorities in light of its goals, objectives and performance measures.

Risk and Capacity – The report provided a partial discussion of some of the ministry's external and internal risks.

> *To improve in this area of reporting, the ministry needs to...* expand its discussion of risks to describe their impact on the ministry's operations and its ability to achieve performance targets. As well, the ministry needs to expand the discussion of its capacity to deliver services and how that capacity affects its performance.

Linking Resources, Strategies and Results – The report included a "Report on Resources" summary linking annual budget and expenditures to the ministry's core business areas.

> *To improve in this area of reporting, the ministry needs to...* explain how its resources link to its goals, objectives, strategies and the results it has achieved.

Comparative Information – Because the ministry is only in its first full year of operations, the report provided limited comparative and baseline information.

> *To improve in this area of reporting, the ministry needs to...* present comparative information in its future reports. Also needed are trend information and benchmark data so that measures can be presented in a context that the reader will understand.

Disclose Key Reporting Judgements – The report partially explained how the ministry derived some of its performance measures.

> *To improve in this area of reporting, the ministry needs to...* explain both its sources of data and the degree to which the reader can have confidence in the reliability of the results presented. This way the reader can assess and understand the basis on which the ministry is reporting its results.

Ministry of Public Safety and Solicitor General

We set out below our assessment of the degree to which the annual service plan report of the Ministry of Public Safety and Solicitor General has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Fully Incorporated							
Fundamentals in Place							
In Process	●	●	●			●	●
Start-up				●	●		

Public Purpose Served – The report clearly described the ministry's core business, the public need it fulfilled, and the values it followed.

> *To improve in this area of reporting, the ministry needs to…* identify key stakeholders and explain the roles that external partners play in the delivery of services.

Linking Goals and Results – The report provided good linkages to the service plan, and performance results were reported in relation to the plan. However, only one measure for each goal was reported, making it difficult for the reader to assess whether the objectives for the goals were achieved.

> *To improve in this area of reporting, the ministry needs to…* report a mix of measures, balanced between outputs, short-term outcomes and long-term outcomes.

Few, Critical Aspects of Performance – The report focused on the ministry's core business areas and described the goals and objectives important to its stakeholders. The performance measures continued to evolve with the inclusion of more output measures.

> *To improve in this area of reporting, the ministry needs to…* explain why the key measures it has selected are the best ones to demonstrate its progress in achieving its purpose.

Risk and Capacity – In the section on operating context, the report identified many of the challenges and risks the ministry faced.

> *To improve in this area of reporting, the ministry needs to…* indicate the extent to which the anticipated risks materialized, explain how capacity influenced the results obtained, and describe whether the capacity of the ministry and the operating environment is improving, deteriorating or staying the same.

Linking Resources, Strategies and Results – The report described, by core business area, the ministry's estimated and actual results for operating and capital expenditures, FTEs and financing transactions. Variances were also identified and explained.

> *To improve in this area of reporting, the ministry needs to…* link the resources it spent to the strategies it has implemented.

Comparative Information – The report included some trend information on the ministry's performance measures.

> *To improve in this area of reporting, the ministry needs to…* explain its trend information in a context that will enable a reader to understand how well the organization is performing and how it expects those trends to change. The ministry should also attempt to benchmark performance against similar organizations.

Disclose Key Reporting Judgements – The report discussed why the ministry selected the goals and objectives it did, but was unclear about why it selected the performance measures it did.

> *To improve in this area of reporting, the ministry needs to…* expand its discussion of data reliability and clearly explain how it selected its performance measures and set the targets.

Ministry of Skills Development and Labour

We set out below our assessment of the degree to which the annual service plan report of the Ministry of Skills Development and Labour has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Fully Incorporated							
Fundamentals in Place							
In Process		●				●	
Start-up	●		●	●	●		●

Public Purpose Served – The report described the ministry's core business and what programs it delivered.

> *To improve in this area of reporting, the ministry needs to…* identify key stakeholders and explain the roles that external partners play in the delivery of services. It also needs to demonstrate how its values are integrated into day-to-day operations.

Linking Goals and Results – The report provided clear linkages to the ministry's service plan.

> *To improve in this area of reporting, the ministry needs to…* ensure that the performance measures focus on the full range of stakeholder issues and are linked with the ministry's goals, objectives and strategies.

The Few, Critical Aspects of Performance – The report focused on the ministry core business areas, but did not explain clearly why the performance measures being reported were the best measures of ministry progress.

To improve in this area of reporting, the ministry needs to… enhance its performance measures so that they include a focus on outcomes rather than inputs and outputs.

Risk and Capacity – The report did not discuss the ministry's key risks or whether it had the capacity to deliver what was planned, now and into the future.

To improve in this area of reporting, the ministry needs to… discuss its key risks and capacity explain how they have affected its results.

Linking Resources, Strategies and Results – The report linked some of the ministry's resources, strategies and results by presenting current-year estimated and actual expenditures, FTEs, and capital expenditures by core program area in the ministry.

To improve in this area of reporting, the ministry needs to… link its use of resources to the goals, objectives and strategies it is trying to achieve. As well, it needs to adequately explain variances in its planned and actual performance.

Providing Comparative Information – The report provided at least one year of comparative trend information for each performance measure.

To improve in this area of reporting, the ministry needs to… explain its trend information in a context that will enable a reader to understand how well the organization is performing and how it expects those trends to change. The ministry should also attempt to benchmark performance against similar organizations.

Disclosing Key Reporting Judgements – The report explained that the ministry was in the process of developing more meaningful performance measures. Not explained, however, was why the ministry has chosen to focus on the goals and objectives it has, or chosen the performance measures it has.

To improve in this area of reporting, the ministry needs to… explain its choice of goals, objectives and performance measures. It also needs to explain how the information was compiled, what the results mean and the limitations of the information reported.

Ministry of Sustainable Resource Management

We set out below our assessment of the degree to which the annual service plan report of the Ministry of Sustainable Resource Management has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

To properly understand the results of our assessments of the 2002/03 annual service plan reports of government, please refer to page 11 of the report under the heading "Putting the Assessment Results in Context."

Our assessment of each of the reports is summarized by reporting principle. The comments we provide are intended simply to highlight some of the positive aspects of reporting and some of the areas where improvement could be made.

	Performance Reporting Principles						
Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process		●	●				
Start-up	●			●	●	●	●

Public Purpose Served – The report explained the public purpose served by describing why the ministry exists and what public purpose it serves.

> *To improve in this area of reporting, the ministry needs to…* demonstrate how its values are integrated into day-to-day operations and how they guide decision-making. The ministry should also provide clear explanations of how programs are delivered and by whom, how programs contribute to the various goals of the ministry and how partner organizations contribute to ministry achievements.

Linking Goals and Results – The report described the ministry's performance in relation to the goals, objectives and performance measures outlined in the service plan. However, integration between what the ministry wants to achieve, what it does achieve and how it measures its performance is unclear.

> *To improve in this area of reporting, the ministry needs to…* articulate clear links between its mission, goals, objectives, strategies and performance measures.

Few, Critical Aspects of Performance – The report described the goals and objectives critical to the ministry's stakeholders and to the achievement of its purpose.

> *To improve in this area of reporting, the ministry needs to…* provide more convincing explanations of why the information it reports is important to readers.

Risk and Capacity – The report identified some risks in the ministry's internal and external operating environment, but did not adequately describe how these risks influenced the ministry's choice of strategies or its performance results. The report also described the ministry's capacity in terms of FTEs and dollars, but did not provide enough detail to let the reader know whether that capacity was sufficient to meet the ministry's current and future objectives.

> *To improve in this area of reporting, the ministry needs to…* describe how the risks the organization faces have affected its choice of strategies and its performance results. As well, the ministry needs to better explain whether its current capacity is sufficient to meet the organization's current and future objectives.

Linking Resources, Strategies and Results – The report linked some human and financial resources to each of the ministry's core business areas and identified variances from the budgeted to actual results.

> *To improve in this area of reporting, the ministry needs to…* link its financial data to its goals, objectives, strategies and programs. Ideally, the ministry should explain how its resources influenced the selection of its strategies and the achievement of its goals, and how efficiently its results were accomplished.

Comparative Information – The report did not provide any comparative information because the ministry is a relatively new entity. While the report included a summary of achievements, it provided no information for assessing the ministry's performance in comparison to recent history or similar organizations.

> *To improve in this area of reporting, the ministry needs to…* compare its performance to its past performance and benchmark so that the reader can understand how well the ministry is performing.

Disclose Key Reporting Judgements – The report presented key results as well as a statement declaring management's public affirmation of its responsibility for these results. However, the report did not disclose why the ministry has focused on the objectives it has.

> *To improve in this area of reporting, the ministry needs to…* explain of why it selected the performance targets it did, and why the reader should have confidence that the information conveyed is reliable and accurate.

Ministry of Transportation

We set out below our assessment of the degree to which the annual service plan report of the Ministry of Transportation has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

To properly understand the results of our assessments of the 2002/03 annual service plan reports of government, please refer to page 11 of the report under the heading "Putting the Assessment Results in Context."

Our assessment of each of the reports is summarized by reporting principle. The comments we provide are intended simply to highlight some of the positive aspects of reporting and some of the areas where improvement could be made.

	Performance Reporting Principles						
Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process	●	●	●			●	●
Start-up				●	●		

Public Purpose Served – The report clearly presented the ministry's vision, mission and mandate. Core business areas were also explained and the public purpose was stated. However, the report provided only a limited discussion of the role of its service delivery partners.

> *To improve in this area of reporting, the ministry needs to...* provide additional information about how its programs are delivered and the role of its service delivery partners, notably the BC Transportation Financing Authority, contractors and advisory committees.

Linking Goals and Results – The report made some linkages between the ministry's objectives, strategies and performance measures outlined in the service plan. However, some objectives lacked performance measures.

> *To improve in this area of reporting, the ministry needs to...* demonstrate more clearly the links between its mission, goals, objectives, and performance measures.

Few, Critical Aspects of Performance – The report provided full descriptions for most of the measures the ministry has selected. However, measures were lacking for some core business areas.

> *To improve in this area of reporting, the ministry needs to…* explain why the information it reports is important to users and how it links to government's strategic priorities.

Risk and Capacity – The report described key risks relating to the ministry's capital projects.

> *To improve in this area of reporting, the ministry needs to…* expand its discussion to include all the significant risks it faces and to describe the impact of those risks on results. By discussing its capacity to deliver services and whether this is improving, deteriorating or remaining static, the ministry would also give the reader an understanding of how it is able to respond to these risks.

Linking Resources, Strategies and Results – The report presented a "Report on Resources" which linked the annual budget and actual expenditures to core business area functions.

> *To improve in this area of reporting, the ministry needs to…* provide more detailed information linking funding levels to goals, objectives and programs. This will enhance the reader's understanding of the resources used by the ministry in delivering its programs and of the results it has achieved. This linkage is especially important where the ministry may be relying on the services of partners to deliver its programs.

Comparative Information – The report provided baseline and comparative data for most of the ministry's performance measures.

> *To improve in this area of reporting, the ministry needs to…* explain performance trends so that the reader understands whether the ministry's performance is improving, deteriorating or remaining static. The inclusion of comparative benchmark data from either industry standards or other similar government organizations would also enhance the reader's understanding of the performance measures presented.

Disclose Key Reporting Judgements – The report gave good explanations of why the ministry selected most of its performance measures. It also explained the sources of data the ministry used for many of its performance measures, but did not report any limitations in the data presented.

> *To improve in this area of reporting, the ministry needs to…* explain why management is confident in the data's reliability so that the reader can have confidence in the results.

Ministry of Water, Land and Air Protection

We set out below our assessment of the degree to which the annual service plan report of the Ministry of Water, Land and Air Protection has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Our assessment of each of the reports is summarized by reporting principle. The comments we provide are intended simply to highlight some of the positive aspects of reporting and some of the areas where improvement could be made.

	Performance Reporting Principles						
Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process	●	●	●	●		●	●
Start-up					●		

Public Purpose Served – The report clearly described why the ministry exists and what public need it fulfils.

> *To improve in this area of reporting, the ministry needs to…* demonstrate how its values are integrated into day-to-day operations, explain how its partner organizations contribute to achieving the ministry's goals, and provide a thorough explanation of how programs are delivered.

Linking Goals and Results – The report clearly linked goals and results from the ministry's service plan to its annual report. The service plan established performance targets and the ministry, for the most part, reported on these targets. Variances from targets to actual results were also clearly identified. The strategic framework for reporting is well established.

> *To improve in this area of reporting, the ministry needs to…* provide better disclosure about why its targets have or have not been met.

Few, Critical Aspects of Performance – The report described all core business areas, focusing on the few critical aspects of performance. In addition, the ministry presented its rationale for reporting on the measures it has and explains why some measures will change next year.

> *To improve in this area of reporting, the ministry needs to...* provide a clearer explanation of why the information it reports is important to users and significant to the achievement of the ministry's mission. The ministry also needs to explain how its performance is linked to government's priorities.

Risk and Capacity – The report identified the ministry's internal and external risks and described its responses to those risks. Capacity was acknowledged as a constraint, but no assessment of capacity was made.

> *To improve in this area of reporting, the ministry needs to...* describe how the risks the organization faces have affected its choice of strategies and its performance results. As well, the ministry needs to better explain whether its current capacity is sufficient to meet the organization's current and future objectives.

Linking Resources, Strategies and Results – The report linked some financial and FTE information to each of the ministry's core business areas. In future, the ministry expects to report expenditures by goals and objectives.

> *To improve in this area of reporting, the ministry needs to...* link its financial data to its goals, objectives, strategies and programs. Ideally, the ministry should explain how its resources influenced the selection of its strategies and the achievement of its goals, and how efficiently its results were accomplished.

Comparative Information – The report provided a baseline of comparative data for most performance measures and, where performance measures had been changed, the rationale for the change was given. The satisfaction survey of park visitors included a 10-year trend and provided explanations to help the reader understand how performance has progressed over time.

> *To improve in this area of reporting, the ministry needs to...* include comparative information, such as park visitor satisfaction for more areas of performance.

Disclose Key Reporting Judgements – The report provided clear and concise explanations of why each performance measure was selected. The report also provided data sources and included some discussion of the data and its limitations.

> *To improve in this area of reporting, the ministry needs to...* explain how performance targets were selected.

Crown Corporations

British Columbia Assessment Authority

We set out below our assessment of the degree to which the annual service plan report of the British Columbia Assessment Authority (the Authority) has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

To properly understand the results of our assessments of the 2002/03 annual service plan reports of government, please refer to page 11 of the report under the heading "Putting the Assessment Results in Context."

Our assessment of each of the reports is summarized by reporting principle. The comments we provide are intended simply to highlight some of the positive aspects of reporting and some of the areas where improvement could be made.

	Performance Reporting Principles						
Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place						●	
In Process	●	●	●				●
Start-up				●	●		

Public Purpose Served – The report clearly described why the Authority exists and what public need it fulfills. The report also, for the most part, explained what programs and services the Authority delivered, how they were delivered and by whom. The report has begun to measure its values.

> *To improve in this area of reporting, the Authority needs to…* clearly demonstrate how the values of the organization guide its operations.

Linking Goals and Results – The report clearly linked results with the goals set out in the service plans. As well, the measures and targets chosen showed that the Authority is beginning to focus on the range of issues that concern the public and stakeholders. The Authority includes additional information in its service plan.

> *To improve in this area of reporting, the Authority needs to…* clearly explain the chain of events that link planned to actual performance.

Few Critical Aspects of Performance – The report focused on short-term outcomes that are important to the Authority's stakeholders and the achievement of its mission.

> *To improve in this area of reporting, the Authority needs to…* provide performance information, including targets, on key aspects of the organization.

Risk and Capacity – The report identified some risk factors in the Authority's business environment and briefly described the effect these risks had on the Authority's operations during the year. The service plan contained a risk assessment.

> *To improve in this area of reporting, the Authority needs to…* discuss the effect of identified risks and any capacity constraints on the authority's chosen strategies and expected future results.

Linking Resources, Strategies and Results – The report provided a baseline of comparative information and provided some information about sources of revenue.

> *To improve in this area of reporting, the Authority needs to…* link financial data to performance information and therefore show how resources used and strategies chosen influence actual results. Ideally, the Authority should explain how resource availability influenced the Authority's selection of strategies and the achievement of its goals, and how efficiently its results were accomplished.

Comparative Information – The report included a comparison of the Authority's performance to benchmarks established by similar organizations. Also provided was a baseline for performance measure comparison.

> *To improve in this area of reporting, the Authority needs to…* clearly explain the trend and benchmark data it provides, similar to that provided in the service plan.

Disclose Key Reporting Judgements – The report clearly explained why goals and objectives are important and why the measures are appropriate.

> *To improve in this area of reporting, the Authority needs to…* discuss why particular targets are chosen, as done in the service plan, and why readers should have confidence in the data being presented.

British Columbia Buildings Corporation

We set out below our assessment of the degree to which the annual service plan report of the British Columbia Buildings Corporation (BCBC) has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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	Performance Reporting Principles						
Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place		●	●				●
In Process	●			●		●	
Start-up					●		

Public Purpose Served – The report explained BCBC's vision, mission and legislated mandate, and identified its two core business areas. It also described BCBC's governance structure and referred to the organization's code of conduct for its Board of Directors and its Shareholder's Letter of Expectations from the Minister Responsible for BCBC.

> *To improve in this area of reporting, the corporation needs to...* clearly identify its programs, services, clients and stakeholders, and to describe the governance principles under which the organization operates as well as its success in adhering to them.

Linking Goals and Results –The report clearly linked results to the goals, objectives, strategies and performance measures set out in the corporation's service plan. Fair and full explanations were provided where performance expectations were not met, and the report made reference to the corporation's plans for the future.

> *To improve in this area of reporting, the corporation needs to…* expand its reporting to provide explanations of how its actions resulted in short-term results and how these results contribute to long-term outcomes. Additional reporting, including how its contractors and partners performed in relation to the organizations goals and objectives, would enhance the reader's understanding of the performance of the entire delivery system.

Few Critical Aspects of Performance – The report discussed goals, objectives and outcomes that are important to BCBC's stakeholders and the achievement of its purpose. As well, the report explained how the organization's strategies and achievements link to government's strategic priorities, identified during the Core Services Review.

> *To improve in this area of reporting, the corporation needs to…* present its performance information in a context that describes the corporation's complete performance story. More complete performance reporting should include convincing explanations of why the information it reports is important to users and how this links to government priorities.

Risk and Capacity – The report identified several key financial and operational risks in BCBC's business environment, and explained that some risk management strategies have been deferred until the corporation implements an enterprise-wide risk management framework.

> *To improve in this area of reporting, the corporation needs to…* discuss its capacity to deliver services and explain how the risks or capacity constraints it encountered in its operations affected results.

Linking Resources, Strategies and Results– The report presented a five-year financial and operational summary capturing key financial and operating statistics. However, because the report provided limited budget information, variances from planned revenues and expenditures could not be analyzed.

> *To improve in this area of reporting, the corporation needs to…* provide detailed information linking its funding levels to its goals, objectives and programs. Such information would enhance the reader's understanding of the resources the corporation used in delivering its programs and the results it has achieved.

Comparative Information – The report presented one year of baseline data for most of the corporation's performance measures and included some benchmark data for selected measures.

> *To improve in this area of reporting, the corporation needs to...* include long-term trend information for its measures and provide additional benchmark data from other similar organizations so that the reader can understand whether BCBC's performance is improving, deteriorating or remaining static over time.

Disclose Key Reporting Judgements – The report fully explained the rationale for the measures BCBC has chosen and described the methodology used for compiling the data. The report also explained the sources of performance data and how frequently measurements of the targets were made. Responsibility for the performance data was also publicly affirmed in the report, with the disclosure of the names and positions of those who gathered, compiled and reported on performance.

> *To improve in this area of reporting, the corporation needs to...* disclose the steps taken to validate its data and discuss any limitations in the data for the measures it has presented.

British Columbia Housing Management Commission

We set out below our assessment of the degree to which the annual service plan report of the British Columbia Housing Management Commission has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Our assessment of each of the reports is summarized by reporting principle. The comments we provide are intended simply to highlight some of the positive aspects of reporting and some of the areas where improvement could be made.

	Performance Reporting Principles						
Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process	●	●	●		●	●	●
Start-up				●			

Public Purpose Served – The report clearly described the need for social housing, as well as the role of BC Housing, the services it delivered, and the governance structure it operated under.

> *To improve in this area of reporting, the commission needs to…* demonstrate how its organizational values are integrated into day-to-day operations. It should also describe its governance principles and how well the commission is adhering to them.

Linking Goals and Results – The service plan had good linkages between goals, objectives and strategies, however the clarity of this linkage did not flow through to the annual report. The presentation of performance results was easy to follow, although the explanations for certain measures were difficult to interpret.

> *To improve in this area of reporting, the commission needs to…* create a better balance of outputs, short-term outcomes and long-term outcomes so that the performance measures it reports on are more meaningful.

Few Critical Aspects of Performance – The report focussed on the organization's core business areas and described the goals and measures important to its stakeholders.

> *To improve in this area of reporting, the commission needs to…* better explain why the measures it selected are the best measures to monitor progress.

Risk and Capacity – The report discussed operational risks in several sections, but did not indicate the extent to which these risks materialized. As well, the report did not describe the capacity in either the organization or the operating environment and how that capacity influenced the results achieved.

> *To improve in this area of reporting, the commission needs to…* discuss what effect the identified risks and any capacity constraints have had on the organization's chosen strategies and its performance results.

Linking Resources, Strategies and Results – The report described financial performance and revenue sources, and compared results to previous periods. The report also provided some linking of financial and other performance information by reporting on some measures of output efficiency.

> *To improve in this area of reporting, the commission needs to…* clearly link its use of resources to the goals, objectives and strategies it is trying to achieve.

Comparative Information – The report provided some trend data on financial information and performance measures, but there was a high percentage of new measures where no baseline/historical data was available.

> *To improve in this area of reporting, the commission needs to…* continue to develop trend data and to explain the impacts of the trend information on current and expected future performance.

Disclose Key Reporting Judgements – The report discussed how the commission measured its performance and provided some interpretation of what the results meant. Management responsibility for the contents of the report was also publicly affirmed.

> *To improve in this area of reporting, the commission needs to…* explain the reliability of the data and how performance targets were set.

British Columbia Hydro and Power Authority

We set out below our assessment of the degree to which the annual service plan report of the British Columbia Hydro and Power Authority (BC Hydro) has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Our assessment of each of the reports is summarized by reporting principle. The comments we provide are intended simply to highlight some of the positive aspects of reporting and some of the areas where improvement could be made.

	Performance Reporting Principles						
Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place		●	●	●		●	
In Process	●				●		●
Start-up							

Public Purpose Served – The report clearly explained the authority's reason for existence, as well as how its programs and services are delivered and by whom.

> *To improve in this area of reporting, the authority needs to…* explain how it knows that its products, regardless of the delivery mechanism, are being delivered in a manner consistent with the values it espouses.

Linking Goals and Results – The report clearly linked the goals set out in the service plan with the results achieved. It also included performance targets for its measures and, where performance targets were not met, it provided full explanations. The report also clearly explained that BC Hydro is monitoring performance results throughout the year to determine if targets will be achieved.

> *To improve in this area of reporting, the authority needs to…* explain how its actions resulted in the short-term results achieved and how these results contribute toward long-term outcomes.

Few Critical Aspects of Performance – The report focused on the few critical aspects of performance by reporting on goals, objectives and outcomes that are important to the authority's stakeholders and to the achievement of its purpose.

> *To improve in this area of reporting, the authority needs to…* simplify how it presents its information about performance. Presenting a large assortment of measures and results, and in extensive detail, makes it difficult for the reader to assimilate the information.

Risk and Capacity – The report presented results with reference to risks, describing the opportunities and capacity constraints encountered and discussing how the risk and capacity concerns affected results. The report also presented an assessment of the authority's capacity, for a portion of its business, demonstrating whether capacity was increasing, deteriorating or remaining static.

> *To improve in this area of reporting, the authority needs to…* ensure that it assesses risk and capacity for all key areas of its business operations, including the tolerance BC Hydro has for the risks discussed.

Linking Resources, Strategies and Results – The report described BC Hydro's sources of revenue and explained the effect that changes in revenue had on the achievement of performance targets.

> *To improve in this area of reporting, the authority needs to…* clearly explain how resources are linked to goals, objectives, strategies and business areas.

Comparative Information – The report compared the authority's performance to that of similar organizations and explained that it is continuing to look for appropriate benchmarks. As well, the report showed that BC Hydro is beginning to describe its performance in a context that allows the reader to better understand how the authority is doing.

> *To improve in this area of reporting, the authority needs to…* more clearly explain the results that accompany its "performance story."

Disclose Key Reporting Judgements – The report explained why BC Hydro has chosen to focus on the goals and objectives it has and why the performance measures selected are appropriate.

> *To improve in this area of reporting, the authority needs to…* discuss data reliability and limitations more fully so that the reader can be confident the "performance story" is accurate.

British Columbia Liquor Distribution Branch

We set out below our assessment of the degree to which the annual service plan report of the British Columbia Liquor Distribution Branch has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Our assessment of each of the reports is summarized by reporting principle. The comments we provide are intended simply to highlight some of the positive aspects of reporting and some of the areas where improvement could be made.

	Performance Reporting Principles						
Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process	●	●			●		
Start-up			●	●		●	●

Public Purpose Served – The report explained the public purpose the corporation serves by identifying its clients and markets and explaining its governance structure.

> *To improve in this area of reporting, the corporation needs to…* strengthen its explanation of the public purpose served by clearly describing the organization's areas of responsibility. It should also expand its descriptions of its core business areas by explaining the services each area provides and how it provides them.

Linking Goals and Results – The report clearly linked the goals set out in the service plan with the results achieved, by specific performance targets and, where performance targets were not met, it provided full explanations for why.

To improve in this area of reporting, the corporation needs to… more fully explain the links between its mission, mandate, goals, objectives, strategies, performance measures and results. In this way, the reader will better understand the organization's actual performance.

Few Critical Aspects of Performance – The report provided some focus on the goals and objectives that are critical to the corporation achieving its vision. However, the corporation is still struggling to select measures that best demonstrate its progress. Some performance measures are starting to become more meaningful and have moved beyond simple outputs to more informative measures, including some short-term outcomes.

> *To improve in this area of reporting, the corporation needs to…* explain why the reported performance measures are important indicators of how well the corporation is achieving its stated goals and objectives.

Risk and Capacity – The report briefly noted some risks in the organization's external economic and operating environment, but said little about capacity.

> *To improve in this area of reporting, the corporation needs to…* go beyond merely identifying the risks it faces to describing them in terms of their expected impact on the corporation's performance and choice of strategies. In addition, the corporation needs to describe its current capacity, assess how it affects the organization's performance and explain whether it is sufficient to meet the organization's goals and objectives.

Linking Resources, Strategies and Results – The report adequately explained how the corporation funds its operations and presented trend information on planned and future revenues and expenses.

> *To improve in this area of reporting, the corporation needs to…* clearly link its resources and financial performance to its objectives, strategies, business areas and performance results.

Comparative Information – The report provided some comparative information on financial performance, but very little on any of the corporation's performance measures.

> *To improve in this area of reporting, the corporation needs to…* compare its performance results not only to results in prior periods, but also to benchmarks established by similar organisations or industry standards.

Disclose Key Reporting Judgements – The report explained how the corporation measured performance, what it reported on and how it compiled the information. Financial information was also discussed in a context that allows the reader to understand the factors affecting performance.

> *To improve in this area of reporting, the corporation needs to…* explain why it has chosen the performance measures it has. It should also discuss data reliability and limitations, as well as its confidence in the reliability of the information reported.

British Columbia Lottery Corporation

We set out below our assessment of the degree to which the annual service plan report of the British Columbia Lottery Corporation has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Our assessment of each of the reports is summarized by reporting principle. The comments we provide are intended simply to highlight some of the positive aspects of reporting and some of the areas where improvement could be made.

	Performance Reporting Principles						
Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process	●	●	●		●	●	
Start-up				●			●

Public Purpose Served – The report clearly described the corporation's core business, how its programs were delivered, the governance structure it operates under, and the values important to it.

> *To improve in this area of reporting, the corporation needs to...* better explain how its values are integrated into day-to-day operations. As well, the corporation needs to describe its governance principles and how well the corporation is adhering to them.

Linking Goals and Results – The report made good linkages to the service plan, allowing readers to understand the connection between the two documents. Also, the report provided some linking of performance measures to the corporate goals, objectives and strategies.

> *To improve in this area of reporting, the corporation needs to...* provide full explanations about results and discuss the expected impact of current results on future plans.

Few Critical Aspects of Performance – The report focussed on the corporation's core business areas and used some meaningful measures to illustrate performance.

> *To improve in this area of reporting, the corporation needs to…* clearly explain why its goals and objectives are critical to stakeholders and to the achievement of its purpose. The corporation should also explain how performance is linked to government-wide direction.

Risk and Capacity – The report discussed operational risks in several sections. System and employee capacity was also discussed.

> *To improve in this area of reporting, the corporation needs to…* indicate the extent to which anticipated risks materialized and their impact on the corporation's strategies and performance results. Also, the corporation should expand it discussion of capacity in a way that will allow the reader to determine whether key areas of capacity are improving deteriorating or remaining static.

Linking Resources, Strategies and Results – The report clearly described the corporation's financial performance and revenue sources, and compared results to previous periods and the budget.

> *To improve in this area of reporting, the corporation needs to…* clearly link its use of resources to the goals, objectives and strategies it is trying to achieve.

Comparative Information – The report provided well over 10 years of trend information on key financial data and three years of results on most performance measures.

> *To improve in this area of reporting, the corporation needs to…* explain the impact of the trend information it presents on current and expected future performance. Also, the corporation should attempt to benchmark its performance against that of similar organizations.

Disclose Key Reporting Judgements – The report explained how the corporation measured performance and provided some interpretation of the information presented.

> *To improve in this area of reporting, the corporation needs to…* explain why it has chosen to focus on the goals and objectives it has, and why it has chosen the performance measures it has. Also, the corporation should explain how its information was compiled and the limitations of the information reported.

British Columbia Securities Commission

We set out below our assessment of the degree to which the annual service plan report of the British Columbia Securities Commission has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

To properly understand the results of our assessments of the 2002/03 annual service plan reports of government, please refer to page 11 of the report under the heading "Putting the Assessment Results in Context."

Our assessment of each of the reports is summarized by reporting principle. The comments we provide are intended simply to highlight some of the positive aspects of reporting and some of the areas where improvement could be made.

	Performance Reporting Principles						
Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process	●	●	●	●	●		
Start-up						●	●

Public Purpose Served – The report explained the commission's vision, mission and legislated mandate, and described the commission's programs, services, stakeholders and the markets it serves. As well, the report provided a limited discussion of its service delivery partners.

> *To improve in this area of reporting, the commission needs to…* provide a more complete discussion of how its programs are delivered and its relationship with other Canadian security regulators and self-regulatory organizations. Such information would enhance the reader's understanding of the commission's role in the securities regulation system as a whole.

Linking Goals and Results – The report made some linkages between the commission's goals, objectives and performance measures as reported in the organization's service plan.

> *To improve in this area of reporting, the commission needs to…* provide stronger and more complete linkages between its mission, goals, objectives, strategies and performance measures so that the reader can understand the chain of events that link planned performance to actual performance.

Few Critical Aspects of Performance – The report began to focus on goals and objectives that are critical to the commission's stakeholders, and described the performance measures that the organization has selected (covering most of the organization's goals).

> *To improve in this area of reporting, the commission needs to…* explain why the performance measures it uses are important and how its performance is linked to government priorities.

Risk and Capacity – The report presented a discussion of the commission's financial and business risks and its risk management strategies.

> *To improve in this area of reporting, the commission needs to…* discuss its capacity to deliver services and whether its key areas of capacity are improving, deteriorating or remaining static.

Linking Resources, Strategies and Results – The report described the commission's financial performance and compared it to previous periods. It also identified variances and adequately explained them.

> *To improve in this area of reporting, the commission needs to…* provide more detailed information linking its funding levels to goals, objectives and programs. Such information would enhance the reader's understanding of the resources used by the commission in delivering its programs and the results it has achieved.

Comparative Information – The report presented performance results for the current reporting period.

> *To improve in this area of reporting, the commission needs to…* include long-term trend information for its measures and provide benchmark data from other similar organizations so that the reader can understand whether the commission's performance is improving, deteriorating or remaining static over time.

Disclose Key Reporting Judgements – The report discussed some of the performance measures outlined in the commission's service plan, but did not explain why the organization chose the measures it has. Neither did the report fully explain how its measures were compiled or any limitations in the reliability of the data presented.

> *To improve in this area of reporting, the commission needs to…* explain why it has reported performance the way it has, and provide readers with an interpretation of the results achieved.

British Columbia Transit

We set out below our assessment of the degree to which the annual service plan report of British Columbia Transit (BC Transit) has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

To properly understand the results of our assessments of the 2002/03 annual service plan reports of government, please refer to page 11 of the report under the heading "Putting the Assessment Results in Context."

Our assessment of each of the reports is summarized by reporting principle. The comments we provide are intended simply to highlight some of the positive aspects of reporting and some of the areas where improvement could be made.

	Performance Reporting Principles						
Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place						●	
In Process	●	●	●	●	●		●
Start-up							

Public Purpose Served – The report explained BC Transit's vision, mission and legislated mandate, and described the programs and services the organization provides in the Victoria Regional Transit System and the Municipal Transit Systems. The report also provided a high-level overview of BC Transit's governance framework and the core values that guide its corporate governance.

> *To improve in this area of reporting, the corporation needs to…* explain how its corporate values are integrated into the delivery of services under its transit systems, and how it knows how well these values are being adhered to throughout the system as a whole.

Linking Goals and Results – The report made some linkages between BC Transit's mission, vision, goals, objectives and performance measures as reported in its service plan.

> *To improve in this area of reporting, the corporation needs to…* provide stronger and more complete linkages between its mission, vision, goals, objectives, performance measures and results to enable the reader to understand what the corporation wants to achieve, what it does achieve, and how it measures performance.

Few Critical Aspects of Performance – The report described the performance measures that BC Transit selected (covering some of its goals and objectives). It also outlined the efficiency measures the corporation has adopted in response to government's fiscal challenges and direction to develop a sustainable, longer-term funding plan.

> *To improve in this area of reporting, the corporation needs to…* include performance measures in all areas that are critical to the achievement of its vision and purpose.

Risk and Capacity – The report presented a discussion of BC Transit's financial risks and its cost containment strategies.

> *To improve in this area of reporting, the corporation needs to…* expand its discussion to include capacity issues in all core business areas and to explain whether its key areas of capacity are improving, deteriorating or remaining static.

Linking Resources, Strategies and Results – The report presented BC Transit's financial and performance information on a summary and per unit basis. Financial and performance variances were identified and explained for both the Victoria Regional Transit System and the Municipal Transit System programs.

> *To improve in this area of reporting, the corporation needs to…* provide more detailed information linking the organization's funding levels to goals, objectives and programs. This would enhance the reader's understanding of the resources used by the corporation in delivering its programs and the results it has achieved.

Comparative Information – The report included benchmark performance data from other transit providers, enhancing the reader's ability to understand the corporation's performance relative to other jurisdictions. The report also incorporated long-term trend information that allows the reader to understand whether its performance is improving, deteriorating or remaining static.

> *To improve in this area of reporting, the corporation needs to…* use its historical trend and benchmark data and extrapolate expectations for future performance.

Disclose Key Reporting Judgements – The report explained why the measures BC Transit has chosen are important, and management publicly affirmed its responsibility for the report.

> *To improve in this area of reporting, the corporation needs to…* disclose its sources of data and any limitations in the data for the measures presented. Expanded reporting in this area would enhance the reader's confidence in the reliability of the results.

Columbia Basin Trust

We set out below our assessment of the degree to which the annual service plan report of the Columbia Basin Trust has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

To properly understand the results of our assessments of the 2002/03 annual service plan reports of government, please refer to page 11 of the report under the heading "Putting the Assessment Results in Context."

Our assessment of each of the reports is summarized by reporting principle. The comments we provide are intended simply to highlight some of the positive aspects of reporting and some of the areas where improvement could be made.

	Performance Reporting Principles						
Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process	●	●					
Start-up			●	●	●	●	●

Public Purpose Served – The report explained the public purpose served by the Columbia Basin Trust, describing its core business areas, its programs and services, the governance structure under which it operates, and its reporting relationships.

> *To improve in this area of reporting, the corporation needs to…* show how the values of the corporation are integrated into day-to-day operations and how these values influence decisions about program management and delivery.

Linking Goals and Results – The report linked results with goals and targets set out in the corporation's service plan, but did not link these to the organization's key strategies.

> *To improve in this area of reporting, the corporation needs to…* clearly explain how its mission, goals, objectives, strategies and performance measures are all linked.

Few Critical Aspects of Performance – The report presented the goals, objectives and measures that the corporation believes are important to the residents of the Columbia Basin.

> *To improve in this area of reporting, the corporation needs to…* provide a clearer explanation of why the information reported is important to readers and why it is significant to the organization achieving its mission.

Risk and Capacity – The report identified some of the risks the organization faces in its business environment that will affect its operations.

> *To improve in this area of reporting, the corporation needs to…* discuss what effect its risks and any capacity constraints have had on the organization's chosen strategies and its performance results.

Linking Resources, Strategies and Results – The report provided the cost of the power projects in the Columbia Basin and the cost of programs the corporation delivered to residents of the Basin. The report also explained revenue sources and provided explanations for some of the variances identified.

> *To improve in this area of reporting, the corporation needs to…* present performance and financial information in such a way that the reader can easily understand the chain of events that links resources used to results obtained.

Comparative Information – The report provided very limited as comparative information, making it difficult for the reader to understand how well the corporation is performing.

> *To improve in this area of reporting, the corporation needs to…* present its performance story within a context that allows the reader to understand how well the organization is performing. This means using comparisons to historical information and, if appropriate, to benchmarks for similar activities.

Disclose Key Reporting Judgements – The report explained what the corporation is measuring and how, but did not provide an interpretation of what this information means.

> *To improve in this area of reporting, the corporation needs to…* explain the performance target selection process and why the reader should have confidence in the reliability of the information being presented. It should also provide readers with an interpretation of the results achieved.

Insurance Corporation of British Columbia

We set out below our assessment of the degree to which the annual service plan report of the Insurance Corporation of British Columbia (ICBC) has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

To properly understand the results of our assessments of the 2002/03 annual service plan reports of government, please refer to page 11 of the report under the heading "Putting the Assessment Results in Context."

Our assessment of each of the reports is summarized by reporting principle. The comments we provide are intended simply to highlight some of the positive aspects of reporting and some of the areas where improvement could be made.

	Performance Reporting Principles						
Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place						●	
In Process	●	●	●	●	●		●
Start-up							

Public Purpose Served – The report explained ICBC's vision, mission and corporate values, and described the organization's core business areas, programs and services. The report also explained ICBC's governance structure, including references to a recent internal review of the corporation's governance processes and the development of a governance manual.

> *To improve in this area of reporting, the corporation needs to...* fully discuss the role of its service delivery partners and focus on how its programs are delivered, specifically with respect to the organization's relationship with Appointed Agents, Government Agents, Independent Brokers and suppliers. As well, the corporation needs to incorporate its governance principles and corporate values into its operating context so that the reader can understand how these principles influence its conduct of business.

Linking Goals and Results – The report provided some linking between the goals, objectives and performance measures set out in ICBC's service plan with the actual results it achieved.

> *To improve in this area of reporting, the corporation needs to…* provide stronger and more complete linkages between its mission, goals, objectives, strategies and performance measures so that the reader can understand how well the corporation is achieving its performance expectations.

Few Critical Aspects of Performance – The report described the performance measures that ICBC has selected (covering most of the organization's goals) and provided good descriptions of the measures it chose to focus on.

> *To improve in this area of reporting, the corporation needs to…* ensure that it measures all core aspects of its performance. Explanations of why its performance measures are important to users and how the measures are linked to government's strategic priorities would also improve the reader's understanding of how ICBC chose its critical aspects of performance.

Risk and Capacity – The report presented a comprehensive discussion of business risks and ICBC's risk management strategies.

> *To improve in this area of reporting, the corporation needs to…* expand its discussion to include capacity issues in all core business areas and to show whether its key areas of capacity are improving, deteriorating or remaining static.

Linking Resources, Strategies and Results – The report presented summary financial performance information, including a description of ICBC's revenue sources. Variances from expected financial ratios are also explained in the report.

> *To improve in this area of reporting, the corporation needs to…* include more budget information to help the reader interpret financial variances. As well, ICBC needs to explain how its resources link to its goals, objectives, strategies and the results it has achieved.

Comparative Information – The report made good use of industry and inter-jurisdictional benchmark information in presenting the corporation's results. The report also provided long-term trend information that allows the reader to understand whether the organization's performance is improving, deteriorating or remaining static.

> *To improve in this area of reporting, the corporation needs to…* use its historical trend and benchmark data and extrapolate expectations for future performance.

Disclose Key Reporting Judgements – The report provided good explanations for how ICBC derived most of its performance measures.

> *To improve in this area of reporting, the corporation needs to…* expand its reporting to explain all sources of performance data and the degree to which the reader should place confidence in the reliability of the results presented. As well, the corporation should include a statement from management that they are responsible for the contents of the report.

Land and Water British Columbia Inc.

We set out below our assessment of the degree to which the annual service plan report of the Land and Water British Columbia Inc. has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf..

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Our assessment of each of the reports is summarized by reporting principle. The comments we provide are intended simply to highlight some of the positive aspects of reporting and some of the areas where improvement could be made.

	Performance Reporting Principles						
Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process	●	●				●	
Start-up			●	●	●		●

Public Purpose Served – The report explained the public purpose the corporation serves, identifying its clients and markets and explaining its governance structure.

> *To improve in this area of reporting, the corporation needs to…* strengthen its explanation of the public purpose served by discussing its accountability relationships with key partners. It should also expand its descriptions of its core business areas in terms of the services each area provides and how it provides them.

Linking Goals and Results – The report clearly linked the goals set out in the service plan with the results achieved, by specific performance targets; and, where performance targets were not met, it provided full explanations for why.

> *To improve in this area of reporting, the corporation needs to…* more fully explain the variances between targets and actual results and provide clear links between its mission, mandate, goals, objectives, strategies and performance measures. In this way, the reader will better understand the organization's actual performance.

Few Critical Aspects of Performance – The report focused on certain goals and objectives, but did not clearly explain how these are important to the organization's stakeholders, to the achievement of its vision, or to the achievement of government-wide goals.

> *To improve in this area of reporting, the corporation needs to…* identify and focus on the more critical, meaningful performance measures that can best help it monitor its progress.

Risk and Capacity – The report briefly noted some risks the corporation faces and related strategies to deal with them, but said little about capacity.

> *To improve in this area of reporting, the corporation needs to…* go beyond merely identifying the risks it faces to describing them in terms of their expected impact on the corporation's performance and choice of strategies. In addition, the corporation needs to describe its current capacity and assess how it affects the organization's performance and whether it is sufficient to meet the organization's goals and objectives.

Linking Resources, Strategies and Results – The report provided basic financial accountability information, but did not compare this information to previous periods or to budget information, and did not explain variances.

> *To improve in this area of reporting, the corporation needs to…* clearly link resources and financial information to performance results.

Comparative Information – The report presented trend information going back five years. This provides baseline data against which the organization can compare future results. Lacking, however, was sufficient explanation to enable readers to understand the trend information.

> *To improve in this area of reporting, the corporation needs to…* provide further explanation about the trend information so that the reader can clearly understand what it shows about the results. Also needed is a comparison of the organization's performance to benchmarks established by similar entities or industry standards.

Disclose Key Reporting Judgements – The report explained how the corporation measured performance, what it reported on and how it compiled the information.

> *To improve in this area of reporting, the corporation needs to…* explain why it has chosen the performance measures it has. It should also discuss data reliability and limitations, as well as the corporation's confidence in the reliability of the information reported.

Legal Services Society

We set out below our assessment of the degree to which the annual service plan report of the Legal Services Society has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Our assessment of each of the reports is summarized by reporting principle. The comments we provide are intended simply to highlight some of the positive aspects of reporting and some of the areas where improvement could be made.

	Performance Reporting Principles						
Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process	●	●			●	●	
Start-up			●	●			●

Public Purpose Served – The report described the society's core business areas, what programs were delivered and to whom. It also outlined the organization's governance structure.

> *To improve in this area of reporting, the society needs to...* better explain how organizational values are integrated into day-to-day operations. It also needs to describe its governance principles and how well it is adhering to them.

Linking Goals and Results – The report provided sufficient links to the service plan to allow readers to understand the connection between the two documents. However, restructuring of the society during the year obscured specific linkages to goals, objectives and strategies.

> *To improve in this area of reporting, the society needs to...* enhance performance measures to focus on the full range of stakeholder issues and clearly link the measures to goals, objectives and strategies.

Few Critical Aspects of Performance – The report began to focus on the goals that are important to stakeholders, however the restructuring of the society during the year led to many of the performance measures being replaced for fiscal 2003/04.

> *To improve in this area of reporting, the society needs to…* enhance its performance measures by including outcomes, quality and efficiency measures rather than (as currently done) focus on inputs, outputs and completion of specific activities.

Risk and Capacity – The report discussed operational risks in the organizational overview section. Capacity was discussed in the context of the society's reorganization.

> *To improve in this area of reporting, the society needs to…* expand the discussion of risk and capacity so that the reader will understand how various risks affected the society's strategies and performance, and can assess the sufficiency of current and future organizational capacity.

Linking Resources, Strategies and Results – The report described financial performance, identified revenue sources, and compared results to previous periods and the budget.

> *To improve in this area of reporting, the society needs to…* clearly link the use of resources to the goals, objectives and strategies it is trying to achieve. It should also begin to link financial and other performance information.

Comparative Information – The report provided five years of financial trend information and three years for volume statistics.

> *To improve in this area of reporting, the society needs to…* explain the impact of the trend information on current and expected future performance. As well, the society should attempt to benchmark its performance against similar organizations.

Disclose Key Reporting Judgements – The report began to provide interpretation of the information presented, the data sources and the reliability of the data.

> *To improve in this area of reporting, the society needs to…* expand discussion of data sources and reliability, and management needs to publicly affirm responsibility for the content of the report. It should also explain why it has chosen to focus on the goals and objectives it has, and why it has chosen the measures it has.

Oil and Gas Commission

We set out below our assessment of the degree to which the annual service plan report of the Oil and Gas Commission has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

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Our assessment of each of the reports is summarized by reporting principle. The comments we provide are intended simply to highlight some of the positive aspects of reporting and some of the areas where improvement could be made.

	Performance Reporting Principles						
Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process	●	●		●			
Start-up			●		●	●	●

Public Purpose Served – The report adequately described the commission's core business areas and governance structure in explaining the public purpose served.

> *To improve in this area of reporting, the commission needs to...* demonstrate how its values are integrated into day-to-day operations and provide a thorough explanation of how programs are delivered.

Linking Goals and Results – The report discussed the performance measures covered in its service plan, but was not clear in its explanations of the linkage between the objectives and underlying strategies (as also set out in the service plan) and actual results.

> *To improve in this area of reporting, the commission needs to...* clearly explain the links between its goals, objectives, strategies and performance measures.

Few Critical Aspects of Performance – The report provided some focus on the goals and objectives that are critical to the commission achieving its vision.

> *To improve in this area of reporting, the commission needs to…* more clearly explain why the performance measures selected are the most appropriate to measure the few critical aspects of performance.

Risk and Capacity – The report provided a brief description of the risks the Oil and Gas Commission faces, the impact of these risks on the organization, the capacity of the organization to address the risks, and the ability of the organization to achieve its objective with that capacity.

> *To improve in this area of reporting, the commission needs to…* focus on reporting its risks and capacity in relation to how they have influenced the organization's results.

Linking Resources, Strategies and Results – The report adequately explained how the commission's operations are funded, and presented trend information on planned and future revenues and expenses.

> *To improve in this area of reporting, the commission needs to…* clearly link its resources and financial performance to its objectives, strategies, business areas and performance results.

Comparative Information – The report provided some comparative information on financial performance, but very little on any of the commission's performance measures.

> *To improve in this area of reporting, the commission needs to…* compare its performance results not only to results in prior periods, but also to benchmarks established by similar organisations or industry standards.

Disclose Key Reporting Judgements – The report assessed and explained the commission's confidence in the reliability of the financial and performance information presented.

> *To improve in this area of reporting, the commission needs to…* explain how it measures its performance, how it compiles the information and results, and what the results mean. In addition, the organization should more clearly explain the importance of the measures it uses and why it has chosen to focus on them.

Tourism British Columbia

We set out below our assessment of the degree to which the annual service plan report of the Tourism British Columbia (Tourism BC) has incorporated the BC Reporting Principles. A summary of our assessment methodology and a discussion about the rating system are presented in Appendix B of *Building Better Reports: Our Review of the 2002/03 Annual Service Plan Reports of Government* and on our website at http://www.bcauditor.com/PUBS/2003-04/Report7/BuildingR.pdf.

To properly understand the results of our assessments of the 2002/03 annual service plan reports of government, please refer to page 11 of the report under the heading "Putting the Assessment Results in Context."

Our assessment of each of the reports is summarized by reporting principle. The comments we provide are intended simply to highlight some of the positive aspects of reporting and some of the areas where improvement could be made.

	Performance Reporting Principles						
Stage of Development	Public Purpose Served	Linking Goals and Results	Few, Critical Aspects	Risk and Capacity	Linking Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process	●	●	●		●	●	
Start-up				●			●

Public Purpose Served – The report described Tourism BC's core business areas, its programs and services, the governance structure under which it operates, and its reporting relationships.

> *To improve in this area of reporting, the corporation needs to...* show how its values are integrated into day-to-day operations and how those values influence decisions about program management and delivery.

Linking Goals and Results – The report clearly linked results achieved to the goals set out in the service plan. As well, for the most part, it linked results to the targets also presented in the service plan.

> *To improve in this area of reporting, the corporation needs to...* provide clearer explanations linking what Tourism BC wants to achieve (goals and objectives) with what it does achieve (results) and how it measures its progress (measures).

Few Critical Aspects of Performance – The report focused on a few critical aspects of performance in all core business areas. It also presented goals, objectives and outputs that are important to stakeholders and explained why the information was important to users.

> *To improve in this area of reporting, the corporation needs to…* provide clearer explanations of why the information it reports is critical to the achievement of the organization's purpose. Performance should also be linked to government's priorities.

Risk and Capacity – The report identified some of the risks Tourism BC faces in its business environment, but did not explain the corporation's level of tolerance for the risks or how the risks influenced its strategy choices or actual performance results.

> *To improve in this area of reporting, the corporation needs to…* discuss the effects of the identified risks and capacity constraints on the organization's chosen strategies and results, and describe how these will affect its future performance.

Linking Resources, Strategies and Results – The report provided some linking of resources, strategies and results by comparing financial information to that for previous periods, identifying variances and reporting on the cost of some programs.

> *To improve in this area of reporting, the corporation needs to…* link its financial figures to the goals, objectives, strategies and programs that it provides, for all key programs. Ideally, the corporation should explain how resource availability influenced the organization's selection of strategies and achievement of its goals, and how efficiently results were accomplished.

Comparative Information – The report provided comparative information in the form of financial performance and financial trend data for the previous five years, but presented very limited comparative information for performance measures.

> *To improve in this area of reporting, the corporation needs to…* compare its performance results not only to results in prior periods, but also to benchmarks established by similar organisations or industry standards.

Disclose Key Reporting Judgements – The report explained how performance measures were linked to the corporation's goals and objectives, but not why it had chosen those measures.

> *To improve in this area of reporting, the corporation needs to…* explain why it has chosen the performance measures it has. It should also discuss data reliability and limitations, as well as its confidence in the reliability of the information reported, including publicly affirming its responsibility for the contents of the report.